

Chapter 4

Major Functions of the Army

Readiness

Military readiness is the measure of the capability of military forces to perform the requirements those forces must accomplish. This has special importance in the Army's force-projection role, where quick response and rapid execution are critical to success. A number of elements contribute to the readiness equation: personnel readiness, equipment readiness, training readiness and leadership. Readiness is a perishable asset and needs constant attention and renewal, requiring people, effort, time and resources. Readiness is not only a "today" asset; it incorporates a "future" dimension as well:

- ★ **Personnel readiness** means having in place in the unit the right number and right kinds of people with the proper skills, fully trained and ready to execute missions. The future depends on the ability to recruit, train and retain quality people, which means a continuing need to focus on recruiting incentives and quality-of-life issues. (See chapter 5 for information about Army and DoD programs for Army families.)
- ★ **Equipment readiness** requires the right kinds of equipment, properly maintained, in condition to fight, and in the hands of soldiers. Future equipment readiness depends on continued modernization and upgrading of weapons and equipment.
- ★ **Force readiness** connotes trained and ready military organizations, prepared as a team to accomplish combat missions as well as missions other than war. Future readiness depends on adapting to changes in doctrine

and tactics, new organizational structures, and the integration of new and modernized weapons and equipment.

The readiness of soldiers today is the product of many years' investment in quality people, training, doctrine, force mix, modern equipment and leader development.

Personnel

Since 1990, the Army has reduced its active forces by 271,000; reduced the Army National Guard by 87,000; reduced the Army Reserve by 94,000; and reduced the civilian workforce by 164,000. Figure 9 shows the extent of Army personnel cutbacks in all components since 1990.

The goals that have been set for recruiting quality enlisted personnel require that no less than 90 percent of new soldiers must be high school graduates. Currently, the Army is meeting or exceeding this goal.

The Army primarily acquires officers from three sources—the United States Military Academy (USMA), the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the senior ROTC program, which is operated by U.S. Army Cadet Command with programs at 270 colleges and universities in the United States. In FY 2000, 3,151 ROTC graduates, 925 USMA graduates and 636 OCS graduates received commissions in the active Army. An additional 153 ROTC graduates were commissioned and assigned to the Army National Guard; 76 other ROTC graduates went to the Army Reserve.

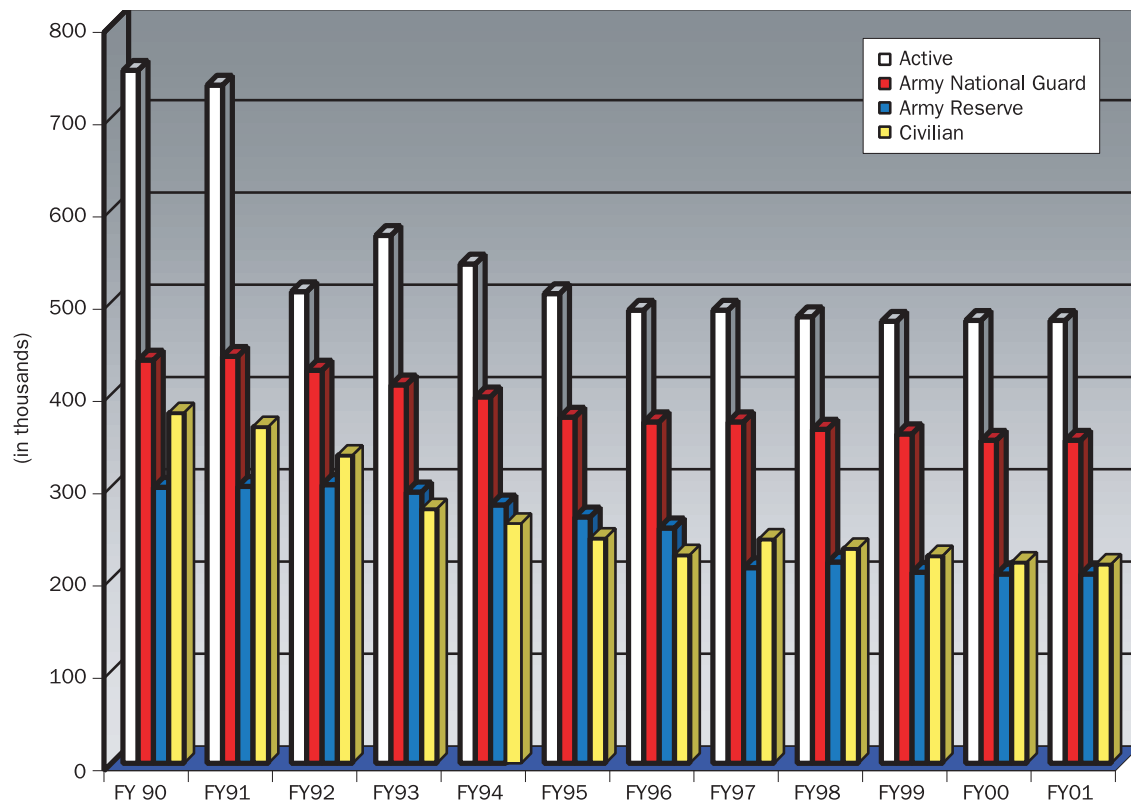


Figure 9. Personnel Strength (in thousands) from FY 1990 to FY 2001

Equally important are the development and retention of high-quality noncommissioned officers (NCOs). In addition to operational experiences, NCOs are developed through a disciplined Noncommissioned Officer Education System (NCOES) of courses and schools teaching leadership and technical skills appropriate for each NCO level.

Training

U.S. Army Training and Doctrine Command (TRADOC) is responsible for the operation of the extensive Army school system that provides military specialty training and professional military education.

Reserve component schools make up a major part of the system. They provide training for Guardsmen and Reservists who cannot attend active Army schools. The RC also provides designated special courses and training for all

Army personnel. In addition, the Army National Guard conducts its own Officer Candidate School and other skill training courses.

The Army has established a Total Army School System (TASS) with integrated Army, Army National Guard and Army Reserve schools.

Generally, Army training can be categorized as *institutional training* and *unit tactical training*.

Institutional Training

- ★ Initial Entry Training (Basic Combat for all soldiers, followed by Advanced Individual Training in a unit or at an Army branch school).
- ★ Noncommissioned Officer Education System (NCOES), which includes the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy.

- ★ Officer Training consisting of the Basic and Advanced Courses at an Army branch school, followed by mid-level schooling at the Command and General Staff College or the Armed Forces Staff College; and senior-level schooling at the Army War College or National Defense University.
- ★ Specialty Training given to officers, NCOs and enlisted soldiers to provide specialized technical and skill knowledge necessary for their duties.

Unit Tactical Training

Unit tactical training is designed to prepare units for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates combat training centers that provide realistic training in a combat-like environment. The three combat training centers—the National Training Center (NTC) at Fort Irwin, California; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany—offer opportunities to apply unit mission skills against well-trained “opposing forces.”

Modernization

Modernization means future changes and improvements in force capabilities, to include doctrine, structure and tools of the trade—i.e., weapons and equipment—all focused on providing superiority over a real or assumed threat.

The Army’s long-term modernization requirements are being developed and defined for the 21st century through a process known as Force XXI. This process seeks to build a force which capitalizes on Information Age technologies affording extremely rapid collection, analysis and dissemination of huge quantities of information in readily usable form.

The Force XXI process is facilitated by using battle laboratories and warfighting experiments to test, evaluate and synchronize systems and doctrine for future combat. The current Army modernization program seeks first to improve or upgrade existing systems, when cost effective, and then to focus on new procurement needed to replace technologically obsolete assets. The overall approach is summarized as follows:

- ★ selective improvement/upgrade;
- ★ maximum horizontal technology integration;
- ★ investment in programs that reduce operation and support costs; and
- ★ when necessary, development and procurement of new systems.

The purchase of weapons and equipment is a big challenge for the Army because of major budget reductions since the end of the Cold War. The Army’s procurement budget declined over 64 percent in real terms between FY 1989 and FY 2001 (from \$14.5 billion in FY 1989 to \$9.3 billion in FY 2001). As a result, more than 60 major Army modernization projects previously programmed were either cancelled or stretched out over time. This is a major area of concern for the Army if it is to maintain a clear technological superiority in the 21st century.

The Army’s plan for focused modernization is the Army Transformation process, described in chapter 7.

Deployment and Sustainment

For the Army to fulfill its role in support of the National Security Strategy, it must be able to move forces where they are needed, when they are needed, and then sustain and support those forces for as long as they are deployed. The key factors in deploying and sustaining Army ground forces are:

- ★ a ready, well-trained force;
- ★ available reserve component forces and a capable civilian workforce;
- ★ sufficient airlift and sealift;
- ★ war reserve stocks;
- ★ prepositioned materiel afloat; and
- ★ an adequate industrial base.

The Army must have adequate airlift and sealift to provide the strategic mobility it needs to meet force-projection requirements. The Army's goal is to be able to deploy the lead brigade of a contingency force into an operational area in 96 hours; a division in 120 hours; and five divisions in 30 days.

Logistics

Logistics encompasses the materiel and services needed to sustain the conduct of military operations. Materiel includes organizational items (i.e., unit equipment, ammunition, spare parts, fuel and lubricants) and individual items, such as food, water, clothing and personal equipment. Services include maintenance and repair of equipment, transportation of people and supplies, medical treatment and evacuation, construction, and provision of individual services such as mail delivery and sanitation facilities.

Army Materiel Command

Army Materiel Command (AMC) is responsible for the logistical structure that supports the

operational forces of the Army. The structure consists of arsenals, laboratories, supply and maintenance depots, and ammunition plants that:

- ★ provide supply, maintenance, transportation and services during peacetime operations and expanded support during emergencies or wartime; and
- ★ support continued research and development to modernize the Army and to develop and acquire the weapons and equipment necessary to maintain operational capability.

The Army Budget

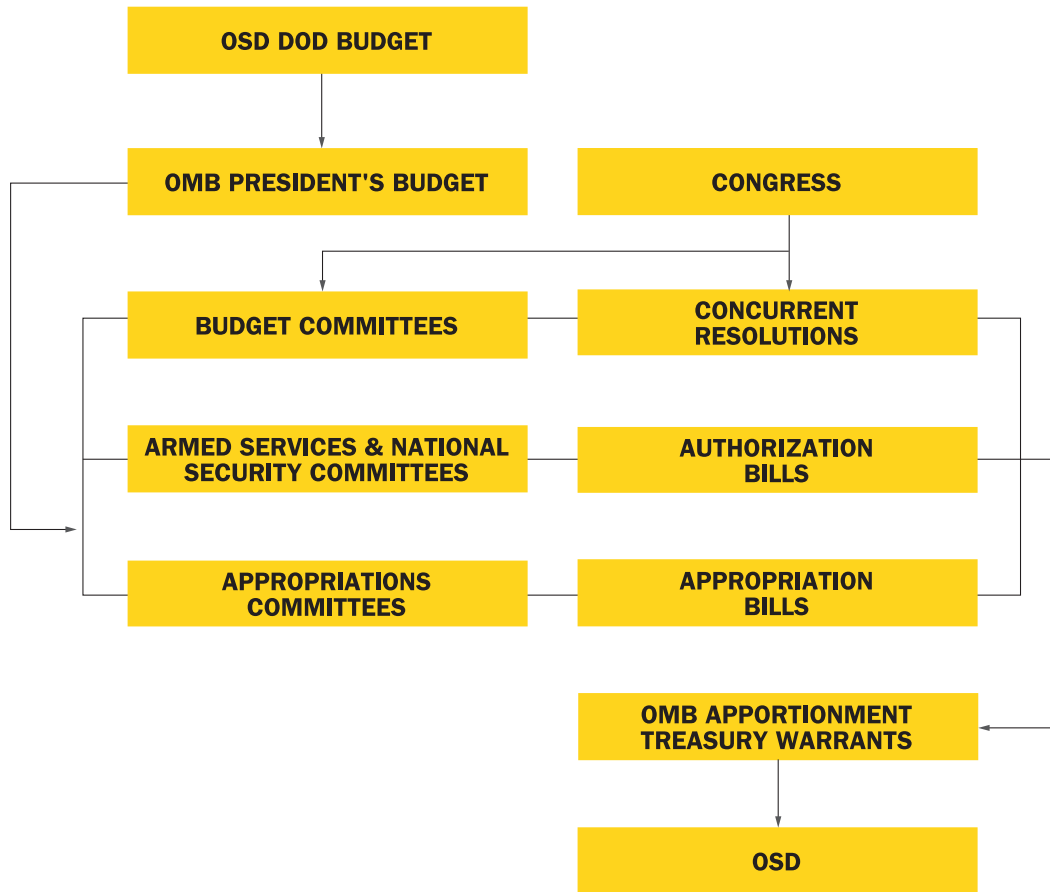
The Budget Process

The size of the Army, what the Army does and what the Army buys depend on authorization and funding from Congress. A schematic of the Executive and congressional budget process is shown in figure 10.

Army Budget Trends

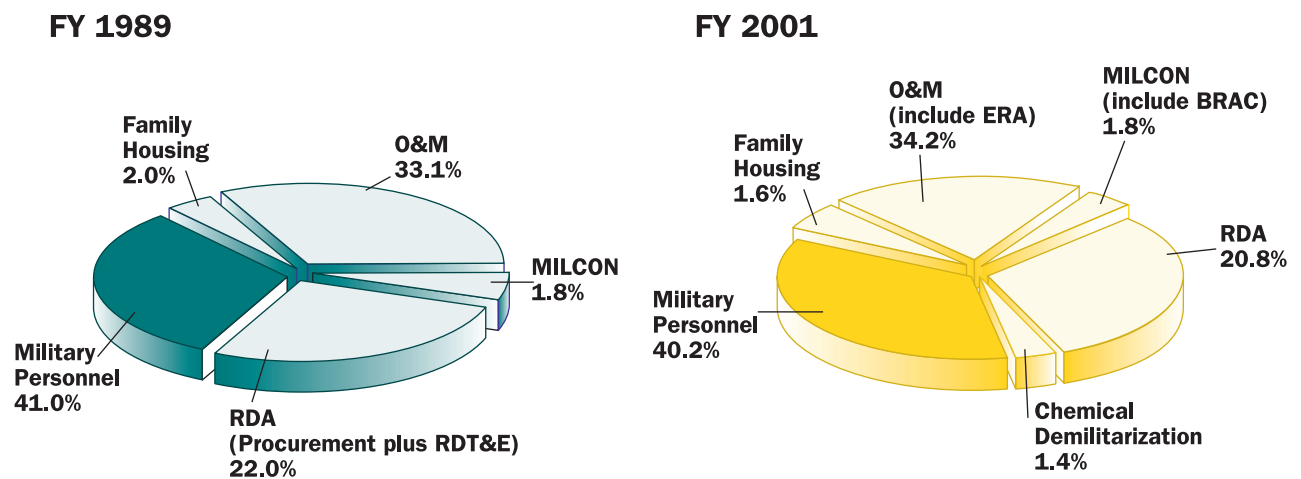
Budget as a whole is down 39 percent in real (inflation-adjusted) funding since FY 1989 (figure 11).

Over the same period, Army strength was reduced by 36 percent for active military, 25 percent for reserve component personnel and 38 percent for civilian employees. Additional reductions to reach objective levels are still in process over the next few years.



Source: Budget of the U.S. Department of Defense

Figure 10. The Budget Process



NOTE: Numbers may not add to 100% due to rounding.

Source: DA

Figure 11. Budget Comparison